2016-2017 Business Plan

ONTARIO
SCIENCE
CENTRE

An agency of the
Government of Ontario

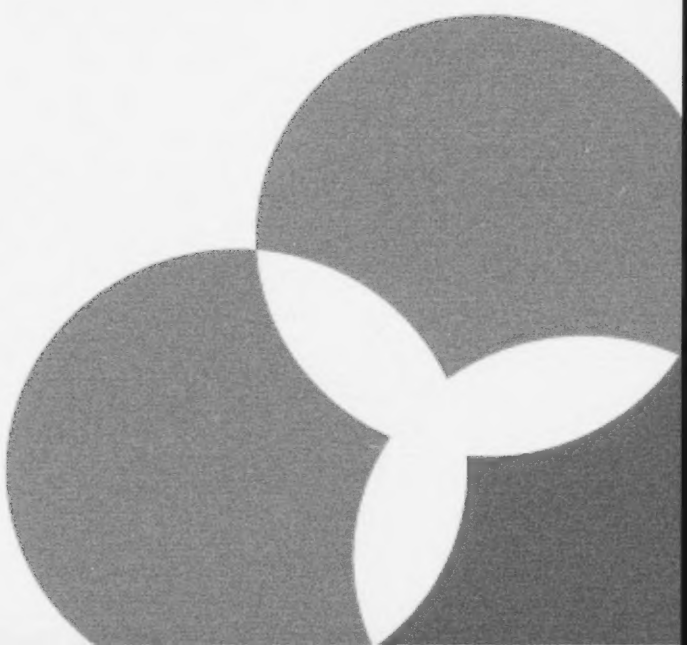


TABLE OF CONTENTS

Table of Contents

EXECUTIVE SUMMARY 4
1. CORPORATE OVERVIEW 6
Who We Serve 6
Stakeholders 6
Visitors 7
Priority Visitor Segments (in order of priority) 7
Strategic Plan: Our Way Forward 2011-2016 8
Our Mandate 8
Our Vision 8
Our Purpose 8
Our Values 8
Our Business Filters 9
Supporting Ontario's Priorities 9
Governance and Leadership 9
2. ENVIROMENTAL SCAN 11
Ontario's Economic Outlook 11
GTA Economic Outlook 11
Tourism 11
Tourism Trends 12
3. CORPORATE BUSINESS PLAN 2015-16 13
Internal Strategic Pillars 14
Relevance: 14
- Innovation: 14
- Sustainability: 14

External Strategic Pillars 14
- Global leader in free-choice science learning: 14
- Vital link in Ontario's Innovation ecosystem: 14
- Prime venue for the public dialogue on science and society: 14

2016-17 Business Priorities 15
Business Priority 1: Enhance Visitor Experiences 15
Business Priority 2: Positioning Organization for Success (Culture Shift) 16
Business Priority 3: Financial Sustainability 16
Business Priority 4: Marketing 16
4. PERFORMANCE MEASURES 2016-17 18
5. FINANCIAL PLAN FY 2016-17; Forecast FY 2017-18, FY 2018-19 22
Introduction and Assumptions 22
Statement of Operations 22
Table 1. Statement of Operations ($000's) 22
Table 2. Statement of Financial Position ($000's) 24

Table 3. Statement of Cash Flows ($000's) **25**
6. RISK ASSESSMENT AND MANAGEMENT 26
Risk to Revenue Streams **26**
Risk from Reputation Loss **26**
Risk from Unexpected Building Conditions **26**
Risk from Product Liability and Operations **27**
Risk from Major Construction Activities **27**
Risk from Physical Security Breach **28**
Risk from Information Technology Equipment Failures **28**
Operational Contingency Plans **28**
Fire Safety 29
Health and Safety 29
Visitor Health and Safety 29
Department-specific Plans 29
Third Party Relationships **30**
APPENDIX A - IMPLEMENTATION PLAN 31
2016-17 Business Plan Priorities **31**
Business Priority One **31**
Enhance Visitor Experience 31
Business Priority Two **32**
Positioning Organization for Success (Culture Shift) 32
Business Priority Three **32**
Financial Sustainability 32
Business Priority Four **32**
Marketing 32

EXECUTIVE SUMMARY

Visitor attendance at science centres, natural history museums and art galleries has been decreasing. There are many reasons for the decline changing demographics, impact of technology, difficult economic climate, busy lives, and increased competition- but there are no quick or easy solutions. When the Centre opened in 1969 it was one of only two interactive science centres in the world. Since then much has changed but most notably in the last decade the changes have been driven primarily by the introduction of new technologies. The internet provides consumers with instantaneous content *when they want it* and *where they want it*. The advent of social media created communities of interest that provided a forum for discussion and sharing of content.

At times of economic uncertainty, a more competitive environment and pressures over public expenditure, science centres are called to demonstrate their public value while at the same time obtain economic support for their activities. Nonetheless, focusing only on the financial resources required will not be sufficient to guarantee science centre's sustainability. Relevance, efficiency and strategic use of resources have become urgent matters to improve science centre's financial health and sustain support.

The Ontario Science Centre (OSC) has identified three different and interconnected drivers that are critical in order to ensure the long term viability of the organization: (1) visitor experience; (2) financial sustainability; and (3) culture shift. It is clear that financial sustainability of science centres is crucially associated with the relevance of their mission and their capacity to earn and to attract private resources in cost-efficient ways.

Thus, the OSC is focused on developing innovative strategies to better align with the needs of the local community and visitors' expectations that are aligned with the following three internal pillars:

i) Sustain its relevance,
ii) Expand its innovation levels and,
iii) Accomplish financial sustainability in the long run.

And three external pillars:

i) Global leader in free choice science learning,
ii) Vital link to Ontario's innovation system,
iii) Prime venue for public dialogue on science and society.

Relevance is linked directly to the OSC's ability to increase visitors' access to and engagement with its offerings. However, there are several challenges to attracting new

visitors, encouraging the public's interest, increasing the frequency of visits, and turning those achievements into robust financial results simultaneously. Moving forward the OSC will ensure that appropriate business intelligence and analysis is in place in order to objectively analyze its current offerings, identify its competitive advantages, identify what it is uniquely qualified to undertake, and what changes need to be implemented to reach its participation goals (how to increase its audiences) and target markets.

Long term financial sustainability will be realized through successful strategies that not only maximize penetration of key demographics and increase its revenues and attendance simultaneously, but also on the centre's ability to advance toward data-driven decisions. The OSC is committed to focus resources on key activities that are the real issues (with impact on the centre's mission), and collaborate to set business goals and measure results.

The commitment to innovation will include partnering with academic institutions, commercial organizations and government. These unique partnerships will be essential for the creation of experiences that align with the corporate mission, science priorities and visitor needs.

1. CORPORATE OVERVIEW

The Ontario Science Centre opened in 1969 as a pioneering interactive science museum, a gift from the Province of Ontario to mark Canada's Centennial. Today, with more than 2,000 interactive science centres around the world, the Centre needs to continually work on ensuring its relevance, innovation and sustainability in order to be a leader within the industry. Since its opening, the Ontario Science Centre has welcomed over 50 million visitors and has been a favorite school-trip destination for generations of students.

The Centre's original mandate to increase public understanding of science and technology is more relevant than ever. As our society and economy are more than ever based on knowledge, science and innovation and the Science Centre has an important role to play in enabling the public's participation in today's knowledge based society, in public education and engagement with science and in promoting a culture of innovation.

Although scientific discoveries and technological advances multiply incessantly, the basic skills that make them possible are relatively few: curiosity, observation, experimentation, challenging the status quo, connection, reframing, and innovation. By focusing on the skills and habits of mind that make scientific discoveries and technological advances possible the Ontario Science Centre has retained currency in the rapidly obsolescing world of science and technology. As for enduring attraction, exhibits that are relevant, fun, challenging and interactive continue to appeal to the curious and inquisitive mind. Interactivity also provides an immediately rewarding tactile experience and it makes experimentation and collaboration possible.

Placed by foresighted design at the nexus between science and society, the Ontario Science Centre can and should play a larger role in fostering a culture of science and innovation and in curating the public dialogue between science and society, both critical functions for our economic and social well-being. This requires continuous innovation, fresh investment, and closer connectivity among the different pieces of the innovation ecosystem.

Who We Serve

The Centre considers a broad and constantly-evolving range of stakeholders and visitors as it sets its directions and priorities.

Stakeholders

- The people of Ontario as represented by the Government of Ontario, its Ministers and Ministries
- Education and science research organizations
- Public, private and individual supporters
- Science centres and museums around the world

- Organizations and communities – such as local cultural and tourism attractions – with shared interests
- Employees
- Volunteers

Visitors

- Individual and group visitors
- Members
- Business clients and partners, including science centres and museums, travel and tour companies and facility rental clients

Priority Visitor Segments (in order of priority)

Families

At the core of the Centre's visitors are families with children. The Centre's brand of joyful learning and the multigenerational, social experience of a science centre visit appeals to all members of a family: children are engaged and actively discovering the world around them, while parents enjoy watching their children learn as they themselves learn. With insight gained through Environics Prizm research, the Centre has identified the following target segments that are further defined in the environmental scan found in the next section of the document:

Urban Singles and Couples –represents 22% of GTA general admissions visitors

Older Affluent Families –represents 19% of GTA general admissions visitors

Young Ethnic Families – currently represents 30% of GTA general admissions visitors

Students

The Centre's interactive approach to science learning provides teachers and students from K to 12 with strong support and a complement to classroom learning. In a recent national survey, 94% of Canadian university students said that trips to science centres and museums increased their interest in science and technology. At a time when educators are concerned about students' declining interest in science and technology, the survey revealed that student interest in these subjects' increases with the hands-on experiences that science centres offer.

Adults Visiting without Children

Adults of all ages want to know more about science in and behind the headlines. A science centre visit is an enjoyable social experience which equips them to better understand the context of scientific discoveries and research and to continue to dialogue, debate and decision making on science related issues from climate, to research funding, to their own health.

Strategic Plan: Our Way Forward 2011-2016

The annual corporate business plan links the longer term strategies and the shorter-term goals that drive each fiscal business planning cycle. Linkages between the Strategic Priorities and the plan are explained in Section 3 (Corporate Business Plan).

Our Mandate

The *Centennial Centre of Science and Technology Act* states the following objectives for the Centre:

(a) to depict to the public and to conduct a program of education in the origins, development and progress of science and technology, and their relationship to society;
(b) to depict the role of Ontario in the furtherance of science and technology;
(c) to stimulate the interest of the public in matters depicted by the Centre;
(d) to collect, manufacture, market, exhibit and sell objects and displays; and

(e) to maintain and operate a science centre and related facilities for the furtherance of the objects set out in clauses (a) to (d) and to provide consulting services in relation to all the matters set out in this section.

Our Vision

Inspiring a lifelong journey of curiosity, discovery and action to create a better future for the planet.

Our Purpose

The Ontario Science Centre delights, informs, and challenges the communities we serve. We enrich people's lives and their understanding through engagement with science of local, national, and global relevance. We are the public centre for innovative thinking and provocative dialogue in science and technology.

Our Values

- Accountability – to all stakeholders including the people of Ontario
- Collaboration – both inside the Centre and among the Centre's staff and beyond the walls of the Centre with stakeholders and visitors
- Creativity – in addressing the Centre's purpose, challenges and opportunities
- Customer First – customers are at the heart of all the Centre does
- Inclusivity – to draw from diverse communities of interest and expertise
- Integrity – commitment to scientific relevance and accuracy and responsible stewardship of the Centre
- Passion – through personal and professional commitment to our purpose
- Risk-taking – continual exploration of new tools and processes to fulfill the Centre's purpose

Our Business Filters

All activities are screened and evaluated against these pillars:

- Relevance (to the visitors, clients and stakeholders?)
- Innovation
- Sustainability

Supporting Ontario's Priorities

As an agency of the Government of Ontario reporting into the Ministry of Tourism, Culture and Sport (MTCS), the Centre is committed to fulfill its own corporate strategic objectives, and to foster the broader goals of the provincial government and MTCS. Building on the provincial commitment to optimize Ontario's economic, cultural and social vitality, the Centre will do its part by offering dynamic and broadly-appealing science and technology programming that engages diverse audiences from around the Province and beyond. Specifically, the Centre echoes some of the Province's core objectives by making the Centre accessible to everyone, by nurturing a culture of innovation, by supporting student success, by providing a safe and dynamic environment where families can learn and play together, by promoting healthier lifestyles, by attracting tourists to the region, and by developing programming inspired by and focused on current science news and topics including the environment and ecology, health and wellness, technology and diversity.

Governance and Leadership

The Centre is governed by a Board of Trustees, Chair and Vice-Chair appointed by the Lieutenant Governor in Council. Under the *Centennial Centre of Science and Technology Act*, the Board may have as few as sixteen and as many as twenty-six trustees. Members of the Board are appointed for a term not exceeding three years. They may be reappointed for an additional term. The Chair of the Board is Brian Chu and the Vice-Chair is Ann Louise Vehovec.

The Centre is an agency of MTCS. The Centre is classified as an operational enterprise agency, a former Schedule 1 agency. There are regular discussions between the Centre and the MTCS regarding corporate powers necessary for the Centre to pursue its business priorities.

The Board is accountable to the Minister of Tourism, Culture and Sport. This relationship is detailed in a Memorandum of Understanding, updated in 2011. The Board is a governing board focussed on organizational strategy and priority setting, as well as on strategic issues related to programming, exhibit development, and major financial or operational policy items.

An orientation is provided to all Board members including discussion of the vision, strategic directions and priorities, business plan, fundraising activities, responsibilities of the Chair and CEO, executive limitations, conflict of interest, delegation of financial authority and responsibility to the Minister of Tourism, Culture and Sport. Information is updated regularly.

The Board operates with an Executive Committee and four program committees: *Finance and Operations*; *Development*; *Strategic Oversight Committee*; and, *Governance and Government Relations*. The Board committees make recommendations to the full Board. The Board and its subcommittees meet quarterly. Board minutes are filed regularly with MTCS and an annual report is approved by the Minister of Tourism, Culture and Sport.

The CEO is directly accountable to the Board for ensuring the implementation of Board policy and directing and managing the organization to achieve its objectives. The CEO also reports to the Deputy Minister of Tourism, Culture and Sport to ensure that the Centre operates within the provincial government's approved framework for operational enterprises and agencies including adherence to all Directives and Policies of the Management Board of Cabinet (MBC).

The Centre is organized into five branches with approximately 240 full time equivalents (FTEs) responsible for carrying out the seven days a week operations. An organization chart can be found on page 28. Five Vice Presidents report directly to the CEO:

- Vice President, Corporate Services and Operations and Chief Operating Officer
- Vice President, Science Experience and Chief Science Officer
- Vice President, External Relations and Chief Customer Relationship Management Officer
- Vice President, Science Education
- Vice President, Marketing and Strategic Communications

2. ENVIROMENTAL SCAN

Ontario's Economic Outlook

The medium term outlook for Ontario is continued moderate and steady growth despite lower than projected growth through the first half of the year. Real GDP growth is expected to rise by 2 per cent in 2015 primarily as a result of rising export activity; which will translate into 2.4 per cent increase in GDP in 2016 and 2 per cent in 2017. While there is evidence to support the projected growth there are some risks that need to be considered as the 2016-17 business priorities and budget are developed, most notably the risk that the economy could underperform as a result of unfolding world issues. Unrest in parts of Europe and the Middle East could impact financial markets and any related market volatility could pose a significant risk to the economy and therefore to the Centre's financial performance. The Canadian dollar is forecast to continue to depreciate against the U.S. dollar which in turn supports increased exports to and tourism from the U.S. market.

Low interest rates have contributed to a strong housing market in Ontario in 2015. Longer term borrowing rates are expected to slowly begin increasing in 2016 which could slow the current trend. The strong housing market has contributed to increased consumer confidence. Retail spending is expected to be around 5 per cent which is double the national rate. Projected moderate job creation in 2016 is expected to continue to reinforce the current consumer confidence trends. Ontario's unemployment rate is expected to go from 7.1 per cent in 2015 to 6.7 per cent in 2016.

Despite rising consumer spending during the first half of the year, the aggregate economy has registered a sustained decline in household savings in contrast with the high levels of spending. As expected, Canadians are facing challenges saving which could lead to reduced spending on discretionary items including dining out, entertainment, household improvements, clothing and vacations.

GTA Economic Outlook

Building on the strong performance in 2014, the GTA's economy is expected to continue to be strong in 2015 driven by the low Canadian dollar that is having a positive impact on the manufacturing and tourism sectors. Unemployment for 2015 and 2016 is 7.0 per cent, a slight improvement over 2014. Overall the outlook for the GTA is positive with real GDP to grow by 2.6 per cent in 2015 and 2.8 per cent in 2016.

Tourism

Visits to the centre by GTA residents represents 82% of general attendance, visitors coming from outside GTA but from Ontario account 14%; while visits from rest of Canada and outside of Canada represents barely 4% of the general attendance. Consequently, OSC visitors are more likely than the G5 average to live in the GTA. The OSC has had challenges in attracting the tourism market primarily as a result of

location. Studies show that if visitors are staying in Toronto for more than three nights then the OSC becomes a consideration for a visit.

Tourism Trends

Tourist attractions' performance is projected to grow in 2015 and 2016 as a result of the weakening Canadian dollar and more Ontario residents opt for staycations. Visitation to Ontario by the rest of Canada is also projected to grow.

Toronto is expected to experience a rise in tourist attractions visits and value, driven by continued growth of attractions such as the CN Tower and the Edge Walk, the theatre district, several renowned museums and art galleries, and the Ripley's Aquarium, opened in Toronto during 2013. In particular, live theatre is attracting leading productions Toronto and Ontario continues to build an international reputation of live theatrical and musical entertainment center. Favourable exchange rates in the coming year will be an opportunity for theatre to attract foreign tourists.

The natural wilderness of Canada will continue to be a magnet for both domestic and inbound tourists. In particular, Provincial parks will continue to attract visitation given their proximity to more populated areas, infrastructure and facilities available. Adventure, sport tourism and ecotourism will face a stronger growth in coming years. One interesting trend is the sprouting of urban parklands in cities such as Toronto and Vancouver, offering hiking and boating activities that used to be offered in more remote areas.

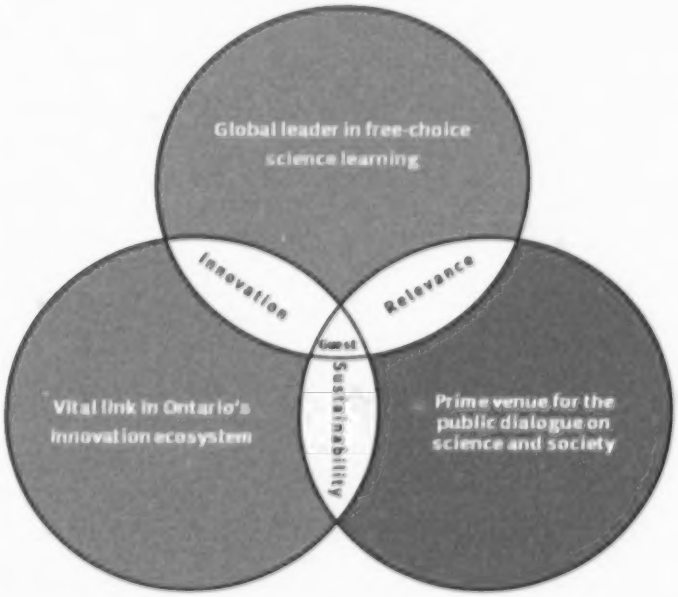
The proportion of internet booking for tourist attractions are significantly lower than the proportion of online bookings in areas such as transportation or travel accommodation, and lower than the rates of on-line activity seen in the US market.

3. CORPORATE BUSINESS PLAN 2015-16

Visitor attendance at science centres, natural history museums and art galleries has been on a decreasing trend to varying degrees in recent years. There are many explanations for the decline - changing demographics, impact of technology, difficult economic climate, busy lives, and increased competition - but there are no quick or easy solutions. When the Centre opened in 1969 it was one of only two interactive science centres in the world. Since then much has changed but most notably in the last decade driven primarily by the introduction of new technologies. The internet provides consumers with instantaneous content *when they want it* and *where they want it*. The advent of social media created communities of interest that provided a forum for discussion and sharing of content.

To respond to these challenges, the Science Centre Board approved a new strategic focus based on the OSC's 2011-2016 Strategic Plan but tightly directed to internal and external disciplines judged essential to the Science Centre's success.

Centred on our guests and guests' experience, the OSC Strategic Focus for 2015-16 rests on three internal and three external strategic pillars.



Internal Strategic Pillars

Relevance: a discipline of "outside-in" evaluation and benchmarking of visitor experience, programmatic offerings, and development approaches and formulate compelling value propositions for all groups interacting with the OSC.

- **Innovation:** Innovation should be the Science Centre's "middle name" both in its offerings and in its internal operations. Innovation lies at the nexus between science, technology, society and culture which is the arena in which the OSC should be most visible and relevant.
- **Sustainability:** Set business sustainability as a major goal of the organization. Review all OSC operations to makes sure they are financially and operationally sustainable.

External Strategic Pillars

- **Global leader in free-choice science learning:** There is a growing body of research showing that free-choice, sometimes called informal –as opposed to formal, learning is key to both knowledge of science and attitudes about science among the population. Free-choice science learning is the hallmark of the OSC offerings and therefore an area where the OSC is uniquely positioned to be a national and global leader.
- **Vital link in Ontario's Innovation ecosystem:** The contribution of the OSC to foster a culture of science and innovation can be maximized by linking the OSC more tightly to the rest of the Innovation ecosystem in the province. Because of its broad reach among the general public and K-12 students the potential impact of the OSC in this area is significant.

- **Prime venue for the public dialogue on science and society:** Many of the most important societal decisions include an important science component (e.g. artificial intelligence, personalized medicine, stem cells, etc.); however some segments of society are drifting away from science, or are openly hostile to it (see e.g. National Geographic's March 2015 article "The War on Science"). The OSC can play a significant role by convening a broad public dialogue on key aspects of science and society.

2016-17 Business Priorities

Long term sustainability is not a new issue for the Science Centre; this has been an ongoing issue since the mid-1990s as costs escalated more rapidly than the Centre's ability to increase revenues. Increases in wage rates, operating costs and economic challenges impacting consumer spending all contributed to the challenges.

The 2016-17 Business Plan will continue to be based on the strategic pillars:

- Relevancy –How the Centre is relevant to the target segments; this includes programs, experiences and services
- Innovation – Supporting the government's innovation agenda with a focus on creating linkages between science and society
- Sustainability – Sustainable allocation of resources, revenue growth alongside expense management, measure-improve-measure

The 2016-17 preliminary planning assumptions include:

- Attendance flat lined
- Operating and occupancy grants remain unchanged
- Earned revenues will decrease; related expenditure savings will not be realized in 2016-17
- Ongoing occupancy costs confirmed at $3.8M ongoing
- Increased relevance through enhanced focus on visitor offer (physical and digital) and service
- Begin to shift culture through the consistent alignment to defined priorities

Business Priority 1: Enhance Visitor Experiences

a. Implement new/refreshed visitor driven offers to drive visitation and revenues
    i. New electricity show
    ii. Programmed Great Hall through exhibition installations (***The Science of Ripley's Believe It or Not, Biomechanics, Extreme Weather***)
b. Deliver a memorable visitor experience to every guest
    i. Optimize visitor service touch points
    ii. Implement talent acquisition and retention model that supports the organization's commitment to create memorable visitor experiences for every guest
c. Implement capital improvements to the physical space to enhance visitor experience
    i. Implement automated parking system
    ii. Improved wayfinding

Business Priority 2: Positioning Organization for Success (Culture Shift)

a. Improved business intelligence to support improved decision making
    i. Annual research plan established
    ii. Business analysis and evaluation
    iii. Process optimization
b. Implementation of visitor input processes
c. Implementation of staff input process
d. Implementation of partnership model
e. Investment in developing, scoping and costing new multi-year visitor offer opportunities

Business Priority 3: Financial Sustainability

a. Optimize net revenues across all business centres
    i. Grants & Sponsorship
    ii. Donations
    iii. International Sales
    iv. Education Programs
    v. Adult & Corporate Programs
    vi. Recreation Programs
    vii. OMNIMAX
    viii. Admissions & Parking
    ix. Memberships
b. Optimize physical space
    i. Reduce OSC net occupancy costs
    ii. Improve planning cycles to maximize ancillary revenues
c. Allocate resources to high value activities; discontinue low value activities

Business Priority 4: Marketing

a. Maximize attendance through a retail focused and brand-aligned campaign featuring our product line-up of three exhibitions and two films for 2016-17.

b. Produce fully integrated marketing and communications campaigns that take advantage of a range of traditional and non-traditional outlets to reach the Centre's priority audiences.

c. Escalate and further integrate business intelligence and market research initiatives to enhance decision making and metrics for the entire organization, including building the internal branch capacity in analytics and electronic marketing ROI. Continue to critically assess media choices across all channels and segments.

d. Continue to forge strategic partnerships with relevant/like-minded organizations (e.g. OTMPC, TVO) to support feature products as well as brand. Work in tandem with existing and new corporate partners/stakeholders/sponsor organisations to broaden promotional reach and target new audiences.

4. PERFORMANCE MEASURES 2016-17

Strategy	Objective	Desired Outcome	2013-14 Results	2014-15 Results	Interim 2015-16 Results
Science Experience	Set the standard for free choice learning science learning experiences locally, nationally and globally	Visitors are inspired with the energy and excitement that drives scientific and technological innovation	Visitor engagement index[1] (A composite score of three measures: Overall Satisfaction, Likelihood to Recommend and Value for Money) OSC scored 86.2 on the 2013-14 G6 On-Site Visitor Satisfaction Survey.	OSC scored 86.0 on the 2014-15 G6 On-Site Visitor Satisfaction Survey.	OSC scored 86.8 from the July 2015 G6 On-Site Visitor Satisfaction Survey.
			Overall Perception of the OSC (Percentage of 9 and 10 ratings): 27% of visitors scored the OSC a 9 or a 10 in the 2013 G6 Syndicated Perception Study.	Overall Perception of the OSC (Percentage of 9 and 10 ratings): 39% of visitors scored the OSC a 9 or a 10 in the 2014 G5 Syndicated Perception Study.	Year-end result
			Value Perception Index[2] (A composite score of four measures: uniqueness, desirability, relevance, quality. OSC scored 71.9 in the October 2013 Syndicated Perception Study.	Value Perception Index[2] (A composite score of four measures: uniqueness, desirability, relevance, quality. OSC scored 71.9 in the October 2014 Syndicated Perception Study.	Year-end result
			Innovation Index[3] (Percentage of respondents who rate key innovation attributes a 9 or 10 on a 10 point scale) OSC scored 50% on October 2013 G6 Syndicated Perception Study.	Innovation Index[3] (Percentage of respondents who rate key innovation attributes a 9 or 10 on a 10 point scale) OSC scored 50% on October 2014 G6 Syndicated Perception Study.	Year-end result
			Member households: 18,391 in 2013-14 (11% behind 2012-13 FY)	Member households: 18,093 in 2014-15 (2% behind 2013-14 FY)	As of August 31, 2015: 17950 (this is 1% ahead of last year at this time, and 4% ahead of projection for this time).

Strategy	Objective	Desired Outcome	2013-14 Results	2014-15 Results	Interim 2015-16 Results
Science Experience (Education)	Be an essential resource for extended classroom learning	The OSC is the first place teachers think of to bring their students	OSC's market share of 2013-14 school visits to G6 attractions was 38%.* Previous years' attendance from these attractions is being gathered to understand this trend year over year, and a process is being put in place to gather the data from these attractions on a regular basis going forward. *OSC's school attendance is comparable to 4 of the G6 attractions. The number of unique visits from schools in the TDSB; TCDSB; and the GTA was gathered to understand the market penetration by district year over year and level of repeat visitation. With a baseline year of 2010-11, data shows that the market penetration in all boards has remained relatively unchanged with roughly the same number of schools visiting year over year. On average, almost two thirds of all schools in the Toronto District School Board (the largest board in the country) have visited the Science Centre annually since the baseline year. For the same period of time and looking at all schools within the Greater Toronto region, over 40% of the schools visit the OSC annually.	OSC's market share of 2014-15 school visits to G6 attractions to Q2 was 37.5% *OSC's school attendance is comparable to 4 of the G6 attractions.	Year-end result
Organizational Transformation	Build a values based culture and performance driven organization	Our employees are engaged and motivated	The 2013-14 turnover rate for regular employees was 8.7%: • 16 regular employees left the Science Centre either temporarily or permanently (includes both resignation	The 2014-15 turnover rate for regular employees was 6.0%: • 11 regular employees left the Science Centre either temporarily or permanently (includes both resignation	The turnover rate for regular employees for the current fiscal year to August 31, 2015 was 3.3%: • 6 regular employees left the Science Centre either temporarily or permanently

Strategy	Objective	Desired Outcome	2013-14 Results	2014-15 Results	Interim 2015-16 Results
			and retirement) • 4 MCP/Excluded, 1 AMAPCEO and 11 OPSEU **197 staff** attended at least one training session (457 participants in total for 26 training sessions and 19 courses).	and retirement) • 1 MCP/Excluded, 1 AMAPCEO and 9 OPSEU **111 staff** attended 11 training sessions and 10 courses.	(includes both resignation and retirement) • 1 AMAPCEO and 5 OPSEU From April 1 – September 30, 2015 - **368 staff** attended 13 training sessions and 5 courses.
Business Strength	Drive attendance and revenues that enable growth in new markets and enhanced productivity in established ones	Our science engagement business model is successful and viable	Total Attendance: 2013-14 attendance was 983,169 (3.7% or 37,407 below plan)	Total Attendance: 2014-15 attendance was 936,439 (9% or 89,761 below plan)	2015-16 FY attendance to August 31, 2015 was 455,581 (3% or 13,351 below plan)
			Total Self-Generated Revenues: 2013-14 self-generated revenues were $16,230,000	Total Self-Generated Revenues: 2014-15 self-generated revenues were $14,677,000	Self-generated revenues up to the end of Q1 were $3,613,000
			% of attendance from targeted groups through the OSC Access Programs: 10.3% in 2013-14	% of attendance from targeted groups through the OSC Access Programs: 11% in 2014-15	OSC welcomed 45,225 visitors (as of August 31, 2015) through access programs representing 10% of visitation during this period.
			OSC's Market Share of G6 in 2013-14 was 20.9%	OSC's Market Share of G6 in CY 2014 was 16.8%	OSC's Market Share of G6 YTD August was 17%
			Productivity/Efficiency Index (Ratio of visitors to staff (quantity) for 2013-14 was 983,169:255.05=3,854.8	Productivity/Efficiency Index (Ratio of visitors to staff (quantity) for 2014-15 was 936, 439:240=3,886.8	Year-end result
Stakeholder Engagement	Create a culture that values stakeholder engagement	Deeper, stronger relationships are negotiated with more Stakeholders	Each year, the Centre develops relationships with a range of different stakeholders and partners who contribute to our goals and success. These relationships provide a range of benefits including: funding, expertise, promotional support and, reach into various communities of interest. • In 2013-14 fiscal, the OSC had active relationships with over 35 corporate sponsors and donors (including 8 major multi-year relationships), 5 government project funders and 30 major gift donors (members of our Innovators Circle). • More than 120 neuroscience, physiology, bio-mechanics and sports medicine experts	Each year, the Centre develops relationships with a range of different stakeholders and partners who contribute to our goals and success. These relationships provide a range of benefits including: funding, expertise, promotional support and, reach into various communities of interest. • In 2014-15 fiscal, the OSC had active relationships with over 30 corporate supporters (including 8 major multi-year relationships), 3 government project funders and 30 major gift donors (members of our Innovators Circle). Our partnership with the Ontario Brain Institute, as Knowledge Partner for the visiting Brain	The Centre continues to be active developing relationships with a growing range of stakeholders and partners. • The Centre is managing relationships with a strong group of ongoing corporate, government and individual supporters as well as welcoming key new supporters this year including: Ryerson University as our Education Partner for the MythBusters exhibition. Graduate students from Ryerson delivered programs to our members and general visitors on selected weekends during the run of the exhibition. Long-time supporter Royal Bank of Canada

Strategy	Objective	Desired Outcome	2013-14 Results	2014-15 Results	Interim 2015-16 Results
			provided input for the AstraZeneca Human Edge exhibition and many contributed to the exhibition launch and ongoing promotion. Education partners, including the Toronto District School Board and Toronto Catholic School Board, helped provide access for our Adopt-a-Class schools and contributed to the success of our new Career Day programs. • Media and Community Partners such as Toronto Star, Cineplex, Canadian Arab Institute and the Noor Community Centre provided promotional support and reach into new communities of interest.	exhibition, offered a new model of collaboration bringing funding, networks and expertise as well as new channels for promotional reach. • Through the OBI partnership, we offered our visitors a broad range of programs and events further exploring brain research and brain health, including concussion baseline research and two weekend-long events "Brainfest" and "Brain Games". Three Research Live! studies were conducted by Holland Bloorview Kids Rehabilitation Hospital; Baycrest; and the University of Toronto, exposing our visitors to research on concussions, sense of smell, and toddler development. And a relationship with the Education Arts Council allowed us to offer JiggiJump, an interactive music-based performance with messages on physical activity as part of a healthy lifestyle, was offered to our youngest visitors. • Other partners included: media partner Toronto Star, promotional partner Universal Studios, product partner Long & McQuade Musical Instruments and expert Alan Cross provided additional promotional support.	increased their contribution as our new three-year Title Sponsor for the RBC Innovators' Ball. • The Ministry of Education has provided us with a grant to develop a 'tool kit' for Ontario Grade 1-8 teachers to advance student-led inquiry in the classroom. Enabled by technology supplied by Cisco, Science Centre staff delivered a "Structures" program to students in Cape Dorset, Nunavut. April 1, 2015 – present – Media partner Toronto Star provided additional promotional support.

[1]Visitor Engagement Index Attributes –Overall Satisfaction of today's visit, Likelihood to Recommend the Science Centre and Value for Money[2]Value Perception Index Attributes – unique experiences that other attractions don't offer (uniqueness); a place that visitors want to visit or revisit (desirability); attraction offering specific experiences for visitor (relevance); attraction worth paying a little more to visit (quality)
[3]Innovation Index Attribute –is innovative

5. FINANCIAL PLAN FY 2016-17; Forecast FY 2017-18, FY 2018-19

Introduction and Assumptions

The financial plan and forecast includes the three fiscal years 2016-2017 to 2018-2019 with comparative audited results for fiscal 2014-15 and a projection for the current 2015-16 year.

The Statement of Operations, Financial Position and Cash Flows Tables 1-3 are consistent with the Centre's accounting policies and financial presentation.

The fiscal 2015-16 financial projection is based on management's review and forecast of visitor attendance and related revenues, a review and estimate of other non-visitor related revenues and an across the board review of salaries, benefits and other direct expenditures.

The major assumptions in the fiscal 2016-17 financial plan are:

- The current level of provincial operating and occupancy grant remains unchanged from the last fiscal year. No further Provincial grant reductions are forecast in the fiscal years 2016-18.
- The Provincial capital funding level for priority projects has been maintained through the planning period consistent with the 2015-16 allocation of $1.23 million. In FY 2016 17 the Ministry has allowed for new capital expenditures of $2,470,000 as a planning allocation. Total planned capital spending in fiscal 2016 17 is $4,120,000 including new and projects to be carried forward. It is recognized that capital works undertaken in any year will be subject to available funds.

Statement of Operations

For 2016-17, projected visitor attendance and related revenue has been aligned with actual results over the past three years. Other revenues are at the previous budget level if appropriate or adjusted to the actual experience.

Salary, wages and benefits reflect provisions outlined in recently negotiated collective agreements and are consistent with Ministry guidelines. The Charge for Accommodation has been lowered to $3,888,000 consistent with occupancy funding by the Ministry. Conversations with Infrastructure Ontario to reduce these costs are ongoing. Overall, Other Direct Operating Expenses have been reduced for 2016-17.

The loss before capital amortization expenses for the 2016-17 fiscal year is $119,000. After capital amortization expenses and deferred revenue amortizations a net loss of $767,000 is forecast. In previous years, the Board has requested a contingency of at least $1 million. Staff continues to review all expenditures and revenue opportunities.

Table 1. Statement of Operations ($000's)

The net loss at March 31, 2016 is projected to be $529,000 compared to the previous year's net loss of $880,000 before undernoted items. The net income for FY 2014 15 is $1,246,000 at due to two items – sale of Facing Mars and one time operational funding from Ministry. A net loss of $767,000 is forecast for fiscal 2016 17.

Statement Of Operations For the Year Ended March 31st	Audited 2014-15	Projected Actual 2015-16	Plan 2016-17	Forecast 2017-18	Forecast 2018-19
Revenue					
Province of Ontario Grants					
Operating	15,476	15,476	15,476	15,476	15,476
Occupancy	3,888	3,888	3,888	3,888	3,888
Other Grants	78	300	40		
	19,442	19,664	19,404	19,364	19,364
AOC Revenue	137	116	95	73	72
Business Operations Revenue	14,540	15,761	14,940	14,940	14,940
Total Revenue	**34,119**	**35,541**	**34,439**	**34,377**	**34,376**
Direct Operating Expenses					
Salaries, Wages and Benefits	20,367	20,044	21,683	21,840	21,840
Other Direct Operating Expenses (ODOE)					
Occupancy	4,661	3,888	3,888	3,888	3,888
Business & General Operations	8,382	10,100	8,892	8,852	8,852
AOC Expenses	137	116	95	73	72
Total Expenses	**33,547**	**34,148**	**34,558**	**34,653**	**34,652**
Net Income (Loss) Before Amortization and Undernoted Item	**572**	**1,393**	**(119)**	**(276)**	**(276)**
Less:					
Amortization of Deferred Capital Contributions	5,544	5,396	2,581	1,818	1,552
Amortization of Capital Assets	(6,996)	(7,318)	(3,229)	(2,770)	(2,312)
	(1,452)	(1,922)	(648)	(952)	(760)
Net Income (Loss) Before Undernoted Item	**(880)**	**(529)**	**(767)**	**(1,228)**	**(1,036)**
One Time Operating Grant from Province of Ontario	800				
Gains on Sale of Rental Exhibit	1,326				
	2,126				
Net Income (Loss) for the Year	**1,246**	**(529)**	**(767)**	**(1,228)**	**(1,036)**

Table 2. Statement of Financial Position ($000's)

The asset noted as Interest in Joint Operation of $500,000 represents the Centre's participation with Science North.in the Extreme Weather travelling exhibit currently under production.

Statement of Financial Position As At March 31st	Audited 2014-15	Projected 2015-16	Plan 2016-17	Forecast 2017-18	Forecast 2018-19
Assets					
Current					
Cash	7,321	6,882	5,084	4,855	4,992
Accounts Receivable	1,186	500	500	500	500
Prepaid Expenses	1,070	600	600	600	600
Inventory of General Stores	108	107	107	107	107
	9,685	**8,089**	**6,291**	**6,062**	**6,199**
Capital Assets					
Capital Assets – Cost	83,436	84,556	88,676	90,276	91,506
Less: Accumulated Amortization	(65,005)	(72,323)	(75,552)	(78,322)	(80,634)
	18,431	**12,233**	**13,124**	**11,954**	**10,872**
Interest in Joint Operation		**500**	**500**	**500**	**500**
Total Assets	**28,116**	**20,822**	**19,915**	**18,516**	**17,571**
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable	3,117	2,000	2,000	2,000	2,000
Deferred Revenue	3,447	2,100	2,100	2,100	2,100
Due to Province of Ontario	876	800	876	876	876
Loan Payable to Ontario Financing Authority (OFA)	500	500			
	7,940	**5,400**	**4,976**	**4,976**	**4,976**
Long-term Liabilities					
Obligation for Employee Future Benefits	4,125	4,225	4,225	4,225	4,225
Loan Payable to Ontario Financing Authority (OFA)	500	500			
	4,625	**4,725**	**4,225**	**4,225**	**4,225**
Deferred Capital Contributions	**13,071**	**9,282**	**9,566**	**9,395**	**9,486**
Deferred Concession Revenue	**36**				
Net Assets					
Invested in Capital Assets	5,360	2,951	3,558	2,559	1,386
Accumulated Deficit	(2,916)	(1,036)	(2,410)	(2,639)	(2,502)
	2,444	**1,915**	**1,148**	**(80)**	**(1,116)**
Total Liabilities and Net Assets	**28,116**	**20,822**	**19,915**	**18,516**	**17,571**

Table 3. Statement of Cash Flows ($000's)

The budgeted loss at March 31, 2017 is $767,000. Cash at March 31, 2017 is budgeted at $5,084,000.Throughout the planning period a positive cash liquidity test is maintained.

Statement of Cash Flows for the Year Ended March 31st	Audited 2014-15	Projected 2015-16	Plan 2016-17	Forecast 2017-18	Forecast 2018-19
Cash, beginning of year	**4,406**	**7,321**	**6,882**	**5,084**	**4,855**
Cash Flows from Operations					
Net Income / (Loss) for Year	1,246	(529)	(767)	(1,228)	(1,036)
Adjustments for items not requiring an outlay of cash					
Gain on Sale of capital assets	(1,326)				
Net Amortization Charges	1,452	1,922	648	952	760
Deferred Revenue - Concessionaire	(214)	(36)			
Net Change in non- cash Working Capital	1,632	(1,383)	(424)		
	2,790	**(26)**	**(543)**	**(276)**	**(276)**
Cash Flows used in Capital Activities and from Financing Activities					
Capital Asset Acquisitions	(2,036)	(1,120)	(4,120)	(1,600)	(1,230)
Proceeds on Sale of Capital assets net	1,326				
Investment in Joint Operation		(500)			
Deferred Capital - AOC	352	377	395	417	413
Deferred Capital - Ministry	1,000	1,230	2,470	1,230	1,230
Obligation for Employee Future Benefits	(17)	100			
Loan Repayment - OFA Loan	(500)	(500)			
	125	**(413)**	**(1,255)**	**47**	**413**
Net Change in Cash for the Year	**2,915**	**(439)**	**(1,798)**	**(229)**	**137**
Cash, end of year	**7,321**	**6,882**	**5,084**	**4,855**	**4,992**

6. RISK ASSESSMENT AND MANAGEMENT

The Centre maintains a risk management strategy with respect to relevant business, financial and legal risks. These can be summarized as follows:

Risk to Revenue Streams *(Impact: High; Likelihood: High)*

Unexpected decreases in forecast revenues – either provincial grants or self-generated – will have a significant negative impact on the Centre's operating budget and its ability to carry through with programming to visitors and its operational commitments. The Centre's attendance and revenues may be negatively impacted by market conditions beyond the immediate control of the Centre, including increased competition, changing consumer preferences, public health emergencies (flu pandemic), economic factors, weather, labour unrest in the education sector and/or OPS, and security issues (terrorism).

Mitigating strategies:

The Centre's planning assumptions for the 2015-16 Business Plan and associated budget reflect the change the Centre has seen in visitor mix (decline in general paid and more recently Membership sales and growth in discounted admissions) which is directly impacting self-generated revenues. Planning assumptions for 2016-17 Business Plan capture this shift and are reflected in the earned revenue projections. A Pricing Review scheduled for 2015-16 Q3-Q4 will focus on to balancing attendance while maximizing revenues. The Centre has developed a budget that reflects current operational realities including conservative revenue projections and controlled expenditures. Though the Centre is projecting lower revenue, the Centre will continue to aggressively pursue growth in both attendance and revenues. The Centre conducts monthly budget reviews by management and quarterly budget variance reviews with the Finance and Operations Committee of the Board.

Risk from Reputation Loss *(Impact: High; Likelihood: Low)*

The Centre is a media resource for information, opinions and interpretation of science and technology issues. False statements, errors or opinions not based on facts could impact the Centre's credibility.

Mitigating strategies:

The Centre maintains a roster of experts in disciplinary and multi-disciplinary science and technology related areas that are authorized to respond to media inquiries on behalf of the Centre. Requests are coordinated through the Strategic Communications department. Depending on the request, media interviews may be escalated to senior management or the CEO.

Risk from Unexpected Building Conditions *(Impact: High; Likelihood: Medium)*

The Centre's 47 year old building requires ongoing upkeep of obsolete or failed infrastructure. Capital costs to replace current aging infrastructure is $55.0M (not including asbestos remediation). Upgrades are required to ensure compliance with local building and fire codes. There is low risk of shutdowns due to building issues that could impact visitation to the Centre. The Centre also has significant amounts of asbestos within the building that continues to pose both operational and financial challenges.

Mitigating strategies:

The Centre responsibility for capital is captured in the Ministry's asset management system and the Centre work closely with the Ministry to address capital needs. The bigger issue for the building conditions is the areas that Infrastructure Ontario is responsible for and the degree to which the Centre is able to influence decisions related to building improvements. The Centre has an open dialogue with Infrastructure Ontario and CBRE on the current challenges and impact of the current state of the building on visitor perception and satisfaction.

Risk from Product Liability and Operations *(Impact: Medium; Likelihood: Low)*

The Centre is exposed to potential liabilities and claims such as bodily injury, damage to property and financial loss with respect to visitors to the Centre, visitors to international installations of the Centre's exhibits and contracted parties.

Mitigating strategies:

The Centre carries a comprehensive commercial general liability insurance specific to the Centre to cover its worldwide risks under the guidance of the Risk Management and Insurance Services of the Shared Services Bureau. Each year Centre discloses the full scope of its business operations to the insurer including any material changes in operations that may impact coverage. Additionally, Centre uses standardized contract templates for all procurement and sales. Centre also retains the services of professional licensed consultants (including engineers, architects and accountants) as necessary to provide advice in the development of exhibits, programs and support infrastructure. The Centre's contracts are reviewed by legal counsel prior to finalization.

Risk from Major Construction Activities *(Impact: High; Likelihood: High)*

Next fiscal the LRT construction at the corners of Don Mills and Eglinton will impact traffic flow (reduced lanes and closures) and to and from the Centre. This is likely to have a negative impact on visitor attendance.

Mitigating strategies:

Work with Metrolinx and various stakeholders to avoid closures during peak attendance periods and minimize impact of construction activity.

Risk from Physical Security Breach *(Impact: Medium; Likelihood: Low)*

As a public institution, the Centre is vulnerable to acts of public nuisance up to and including criminal and/or terrorist activity. This has the potential to disrupt normal operations, tarnish the public image of the Centre and result in short and long-term revenue losses to business areas such as general admissions, facility rentals and school programs.

Mitigating strategies:

Consult with Municipal and Federal law enforcement agencies to ensure current procedures and plans properly address identified risks and/or threats. These plans and procedures are reviewed annually or more frequently as needed. On-site security staff is trained in multiple aspects of emergency response. Emergency plans are updated, rehearsed and reviewed annually. A Threat Risk Assessment was developed in late 2013 and was implemented in 2014. This document identifies OSC's risk exposure, encompassing Physical Site Security, Workplace Violence and Civil Liability. A Workplace Violence Assessment was completed in 2015; the assessed physical security identified procedural changes to protect staff and visitors from potential violence and security breaches.

In 2015, the OSC access control infrastructure was replaced with new hardware and software. The CCTV system shall be upgraded in Q3 of the 2015-16 FY. The analog viewing and recording infrastructure shall be replaced with a more efficient digital system in line with industry best practice.

Risk from Information Technology Equipment Failures *(Impact: High; Likelihood: Low)*

Our reliance on Information Technology to enable us to work efficiently exposes us to the risk of equipment failures which may result in unexpected business disruptions.

Mitigating strategies:

Use a Virtualized server environment so that the work of any one file server will automatically shift to another in the event that a server is no longer functional. Maintain a set cycle for the replacement of equipment, to reduce the risk of equipment failure. Utilize redundancy on key systems to provide immediate fail-over in the event of a system failure. Use uninterruptible Power Supplies to provide short-term back-up power and power conditioning while the diesel generators are used to power mission critical systems when alternate long term power sources are required. Also all network switches, firewall and IPS, and server infrastructure was replaced with Cisco products. Replacement of PBX telephone system planned over 2015-16 and 2016-17FYs.

Operational Contingency Plans

The Centre maintains a *Business Continuity Plan,* which provides a broad-based response strategy for emergencies and operational incidents and disruptions of varying

scope and length. There are also specific procedures and protocols for a variety of scenarios including fire evacuation, system shutdowns, suspicious packages, and emergency response.

Fire Safety – The Centre has an approved *Fire Plan* that is fully coordinated with Infrastructure Ontario and Toronto Fire Services. The Plan provides guidance on all of the Centre's operations and programs. The Fire Plan is reviewed annually as per Ontario Fire Code. A Fire Safety e-learning course was developed and implemented throughout the Centre. A new Emergency Evacuation Plan was completed and shared with staff in 2014. Two annual fire drills were conducted in 2015 to test and evaluate evacuation procedures. Preventive maintenance is undertaken annually.

Health and Safety – The Centre maintains an employer-employee JHSC that ensures that all aspects of the Centre's operations are reviewed and operated according to applicable legislation. Regular inspections of the site are conducted. Potential hazards are identified at Management and staff level. Engineering and administrative controls are developed and implemented as per OPS guidelines, OHSA legislation and specific site safety needs. Recent Centre procedures and training include: Confined Space and Respirator Protection Program, Working from Heights, lifting devices and Health Safety Certification for identified Managers, Lead Hands and Supervisors.

Visitor Health and Safety – The Centre ensures its operations meet Provincial and Federal standards and provide a safe and secure environment for visitors through monitoring and inspections. All new exhibits and programs are reviewed by Management to ensure compliance with regulations and Centre policy. All visitor injuries are recorded by the Centre's Security staff and investigated to determine root cause and corrective action to prevent reoccurrence.

Department-specific Plans – Many departments delivering outward facing visitor communication and delivery services, or inward facing core operation services have developed procedures and protocols to ensure risks are mitigated.

Third Party Relationships

The following third parties (specifically identified or groups) are relevant during 2015-16.

Name/Type	Nature of Relationship	Governed by
MTCS	Governance, primary funder	MOU
Infrastructure Ontario (IO)	Building Operation and Renew	Accommodation Agreement
Compass Group Canada Ltd.	Food Service Operations	Contract; expires 2017
Eurest Services	Cleaning Service Operations	Contract; expires 2016
Argyle Communications	Public Relations and Communications Agency	Contract; expires 2016
Various suppliers	On-site services	RFB/Tender and Contract
International Sales clients	Purchaser of exhibit services	Contract
Sponsors	Funding for sponsor benefits	Contract
Preferred Caterers	Food service providers for rental clients	Contract expires 2017

APPENDIX A - IMPLEMENTATION PLAN

2016-17 Business Plan Priorities

Implementation of longer term transformational strategies to ensure the ongoing relevance and sustainability of the Centre will be the priority in 2016-17. In addition, the Centre is committed to implement new approaches to its business that will enhance visitor offers and improve visitor engagement in the short term.

Research has shown that visitors are continuously looking for new experiences. Though the Centre does provide new experiences through the delivery of a variety of programs to various target audiences, many of the experiences in the exhibition halls are in place for 5 plus years. In 2016-17 the Centre will adopt a pilot approach to introducing new science and technology experiences at the Centre; this will be used to augment the more traditional approach used in the past. Through these pilot projects the Centre will test and evaluate the concepts using visitor feedback and use the information to provide enhanced experiences in the future.

In addition, the Centre's planning and delivery approach will be based on three stage life cycle: investment, deliver and wind down. The goal of this approach is to have a pipeline of thought through offers and services that can be operationalized in order to support the visitor's need for new experiences. It also builds in a discipline of stopping or winding down experiences that are no longer support visitor expectations.

The changes and approaches planned for 2016-17 also begin to shift the culture of the organization which is a key element of success going forward.

Business Priority One

Enhance Visitor Experience

The visitor experience can be grouped into three distinct but inter-related areas:

Offer

For this purpose the offer is defined as the programs, films and exhibitions both physical and digital/virtual that the Centre delivers to its visitors.

Investment activities include: review of the OMNIMAX to determine the future uses of the space: revitalized energy demonstration in the auditorium (replace the electricity demonstration currently in Science Arcade with a larger theatrical experience in the auditorium – increased WOW visitor experience and brings content closer to the front of the building).

Deliver activities include: maintaining OMNIMAX film offer: *Mammoths and Mastodons* temporary exhibition: *Ripley's Believe It or Not* and Biomechanics temporary exhibition in the Great Hall (supports bringing new content closer to the front of the building).

Visitor Service

The overarching visitor commitment, beyond the offer, allows us to create exceptional and highly engaging experience for our visitors. How we plan, deliver, measure and continuously evolve to deliver the WOW experience. This includes how we communicate with visitors, how we attract, train and retain staff, how we engage with visitors in person and digitally and how we meet/exceed visitor expectations.

Investment activities include: enhanced website; reviewing and finalizing the Centre's customer care commitment; reviewing business processes that impact visitor engagement and satisfaction; redeveloping recruitment, training and recognition programs.

Deliver experiences 364 days a year.

Wind down: will focus on the current parking model. In 2016-17 the Centre will automate that parking system which will improve visitor experience and allow us to explore additional revenue sources from parking (public/transit parking during non-peak days).

Physical Space
The building has a significant impact on the visitor's perception of the Centre. Despite the delivery of new offers many feel that nothing has changed. This was reinforced in visitor testing that showed that the appearance of the Hot Zone on Level 6 aligned more with expectations of a science centre than did other parts of the building.

Investment will focus on developing the long term master plan

Deliver all planned repair and rehabilitation projects based on Ministry funding allocation.

Business Priority Two

Positioning Organization for Success (Culture Shift)

Shifting the current culture is essential in order to maximize the impact of the Centre's human resources in delivering on the priorities that will ensure the success of the organization into the future. Activities outlined as priorities support a more effective organization but also begin to position the organization for success while at the same time begin to shift the organizational culture.

Investment [New] in business analytics is an essential element of the future success of the organization. Improved research has enhanced the data that the organization now has access to; it is important to now take that data and use it to inform business decisions. Create an idea incubator where individuals across the organization can brainstorm ideas for new visitor offers and services. Invest in partnering with leaders in science and technology to provide content to the Centre.

Business Priority Three

Financial Sustainability

The long term financial sustainability of the organization is contingent on the following:

- Maximizing financial resources against efforts that directly support offers that are highly relevant and valued by visitors
- Stop expending resources against efforts that are not highly valued by the visitor
- Maximizing efficiencies in essential administrative functions
- Building flexibility into cost structure; identify opportunities to reduce fixed costs
- Increasing revenues; stop doing work that is not profitable

Business Priority Four

Marketing

Increased emphasis on research over the past 18 months has provided the organization with access to data that helps the Centre to make informed marketing decisions. Through the research the Centre has not only identified target demographics but also better understands their media preferences; this information is essential to ensure that the limited marketing budget is strategically allocated to maximize impact. The research data is used in the development of marketing creative, determining advertising communication channels, media relations and utilization of the web content.